

Claims:

What I claim as new and desire to secure by Letters Patent is as follows:

1. A computer-implemented forecasting method by which a business (hereinafter referred to as, the forecasting business) that is selling a product/service to a business (non-consumer) market, can, (1) forecast its market share, as a percent of the total units of currency to be captured in the market, (2) forecast its market share, in units of currency, (3) forecast a product/service pricing ratio, versus its leading competitor, that will be necessary for the forecasting business to use in order to attain its forecasted market share, (4) forecast its leading competitor's market share, as a percent of the total units of currency to be captured in the market, and, (5) forecast the combined market share of all of its other competitors, as a percent of the total units of currency to be captured in the market, said method comprising the steps of:

(a) inputting the **forecast period** (the selling period for which the business (non-consumer) market is being evaluated, for example, 2008 through 2012) **Note:** The products/services of all businesses that will be evaluated in a particular forecast must be developed and ready to sell for the entire forecast period.

(b) inputting an estimate, as defined by the steps in **“(b) example”** below, of the **market size**: the size of the business (non-consumer) market, in total units of currency (for example, U.S. dollars) to be captured by all competitors combined, over the forecast period (as defined per (a) above)

“(b) example”:

a. Enter the Maximum Number of Sales, in UNITS, based on a1., a2., or a3. below:	2,000,000
a1. For a DISPLACEMENT MARKET... If the forecasting business will be targeting a competitor's installed base, enter the number of units that will be in that one competitor's installed base at the start of the forecast period.	
a2. Or also for a DISPLACEMENT MARKET... If the forecasting business' installed base will be targeted by competitors, enter the number of units that will be in the forecasting business' installed base at the start of the forecast period.	
a3. Or for a NON-DISPLACEMENT MARKET... Enter the number of units that will be available to ALL competitors over the forecast period (units available at the start of the forecast period, plus unit growth over the entire forecast period)	
b. Enter an Estimated Rate of Conversion (up to 1.0) of the Maximum Number of Sales Units (in item a.) into Actual Sales, by ALL Competitors Combined, Over the Forecast Period For example: A rate of .5 means that 50% of the maximum number of sales units will be converted to actual sales.	.5

c. Enter an Estimate of the Industry Average Unit Price (over the forecast period), for an Industry Average Sales Model (average product/service to be sold during the forecast period)	\$10,000
d. Enter/determine the Market Size for the Forecast Period (a. in this example, multiplied by b. in this example, multiplied by c. in this example): Sales, in U.S. dollars, to be made by all market participants over the forecast period	\$10,000,000,000
e. Enter/Determine the Market Size in Units for the Forecast Period (a. in this example multiplied by b. in this example): Sales, in units, to be made by all market participants over the forecast period	1,000,000

(b)1. inputting the portion of (b) above, as defined by the steps in “**(b)1. example**” below, that equals an estimate of the **first 12 months of the market size** (the first 12 months of sales): the size of the business (non-consumer) market, in total units of currency (for example, U.S. dollars) to be captured by ALL competitors combined in the first 12 months of sales

“(b)1. example”:

a. Enter the Maximum Number of Sales, in UNITS, based on a1., a2., or a3. below:	2,000,000
a1. For a DISPLACEMENT MARKET... If the forecasting business will be targeting a competitor’s installed base, enter the number of units that will be in that one competitor’s installed base at the start of the forecast period.	
a2. Or also for a DISPLACEMENT MARKET... If the forecasting business’ installed base will be targeted by competitors, enter the number of units that will be in the forecasting business’ installed base at the start of the forecast period.	
a3. Or for a NON-DISPLACEMENT MARKET... Enter the number of units that will be available to ALL market participants at the start of the forecast period (plus unit growth over the first 12 months of sales ONLY)	
b. Enter an Estimated Rate of Conversion (up to 1.0) of the Maximum Number of Sales Units (in item a.) into Actual Sales, by ALL Market Participants Combined, Over the First 12 Months of Sales For example: A rate of .1 means that 10% of the maximum number of sales units will be converted to actual sales.	.05
c. Enter an Estimate of the Industry Average Unit Price (over the first 12 months of sales), for an Industry Average Sales Model (average product/service to be sold during the first 12 months of sales)	\$10,000

d. Enter/determine the Market Size for the First 12 Months of Sales (a. in this example, multiplied by b in this example., multiplied by c. in this example): Sales, in U.S. dollars, to be made by all market participants in the first 12 months of sales	\$1,000,000,000
e. Enter/Determine the Market Size in Units for the First 12 Months of Sales (a. in this example, multiplied by b. in this example): Sales, in units, to be made by all market participants in the first 12 months of sales	100,000

(c) for the forecasting business AND its leading competitor respectively, inputting ratings ranging from .01% to 100%, for each of 6 market resources, shown below, as per the Respective Rating Guidelines, also shown below, where the ratings represent the level of market resources estimated to be available at forecast period (sales period) start to pursue the respective business (non-consumer) market, as a percent (to a maximum of 100) of the market resources estimated to be needed to capture all sales in the first 12 months of sales (sales per (b)1. above), with each of the 6 market resources having an importance weight, as a portion of 1.0000, also shown below

To further clarify, each of 6 market resources must be rated for the forecasting business (its division responsible for the product/service) AND its leading competitor (its division responsible for the product/service), as discussed below.

Market Resource (1.) Funds Committed/Available, (importance weight: .9900)

Respective Rating Guidelines for Market Resource (1.):

A rating must be provided, ranging from .01% to 100%, as defined by the steps in “c(1) example” below, where the rating represents the total number of personnel estimated to be in place to pursue the business (non-consumer) market at forecast period start, as a percent (to a maximum of 100) of the total number personnel estimated to be needed to capture all sales in the first 12 months of sales (sales described by (b)1., above). Note 1. “Personnel in Place” also means that supporting facilities and materials will be in place at forecast period start.

“c(1) example”:

a. Enter an Estimate of the Total Number of Personnel to be in Place for this Market at Forecast Period (sales period) Start Note1: This should include ALL paid personnel (employees, contractors, outsourced personnel), plus ALL personnel that business partners may be providing free of charge. Note 2: The number entered here for total personnel in place will typically be greater than the combined number of personnel in place for the 5 functional market resources that follow. This is because the number entered here must include upper management and all other management, general, and administrative personnel, including those for the 5 functional market resources.	1,000
---	-------

b. Enter an Estimate of the Total Number of Personnel Needed to Capture ALL Sales, in Units, in the First 12 Months of Sales (For reference: The subject sales in units are shown in item e. of “(b)1. example”, above.)	10,000
c. Enter/Determine the Resulting Funds Committed/Available Rating (a. in this example, divided by b. in this example)	10.00%

Market Resource (2.) Development Personnel in Place, (importance weight: .0030)

Respective Rating Guidelines for Market Resource (2.):

A rating must be provided, ranging from .01% to 100%, as defined by the steps in “c(2) example” below, where the rating represents the number of sustaining product/service development personnel estimated to be in place to pursue the business (non-consumer) market at forecast period start, as a percent (to a maximum of 100) of the number of sustaining product/service development personnel estimated to be needed to capture all sales in the first 12 months of sales (sales described by (b)1., above).

“c(2) example”:

a. Enter an Estimate of the Number of Sustaining Development Personnel to be in Place for this Market at Forecast Period (sales period) Start Note: This should include ALL paid sustaining development personnel (employees, contractors, outsourced personnel), plus sustaining development personnel that business partners may be providing free of charge.	180
b. Enter an Estimate of the Number of Sustaining Development Personnel Needed to Capture ALL Sales, in Units, in the First 12 Months of Sales (For reference: The subject sales in units are shown in item e. of “(b)1. example”, above.)	1,800
c. Enter/Determine the Resulting Development Personnel in Place Rating (a. in this example, divided by b. in this example)	10.00%

Development personnel specifically include those that:

- 1) Directly provide sustaining design, development, and testing to maintain, correct problems with, and improve the subject product/service only, after Forecast Period start... (NOT for design, development, and testing to get the subject product/service ready to sell)
- 2) Directly provide sustaining technical training to internal personnel for the subject product/service only, after Forecast Period start... (NOT for technical training to get the subject product/service ready to sell)

Sustaining Development personnel also DO NOT include those that are involved in the production of products or the fulfillment of services.

Note: “Personnel in Place” also means that supporting facilities and materials will be in place at forecast period start.

Market Resource (3.) Production/Fulfillment Personnel in Place, (importance weight: .0020)

Respective Rating Guidelines for Market Resource (3.):

A rating must be provided, ranging from .01% to 100%, as defined by the steps in “c(3) example” below, where the rating represents the number of sustaining production/fulfillment personnel estimated to be in place to pursue the business (non-consumer) market at forecast period start, as a percent (to a maximum of 100) of the number of sustaining production/fulfillment personnel estimated to be needed to capture all sales in the first 12 months of sales (sales described by (b)1., above).

“c(3) example”:

a. Enter an Estimate of the Number of Sustaining Production/Fulfillment Personnel to be in Place for this Market at Forecast Period (sales period) Start Note: This should include ALL paid sustaining production/fulfillment personnel (employees, contractors, outsourced personnel), plus sustaining production/fulfillment personnel that business partners may be providing free of charge.	180
b. Enter an Estimate of the Number of Sustaining Production/Fulfillment Personnel Needed to Capture ALL Sales, in Units, in the First 12 Months of Sales (For reference: The subject sales in units are shown in item e. of “(b)1. example”, above.)	1,800
c. Enter/Determine the Resulting Sustaining Production/Fulfillment Personnel in Place Rating (a. in this example, divided by b. in this example)	10.00%

Production/fulfillment personnel specifically include those responsible for:

1) The following, in regards to the subject product only, after Forecast Period Start...

Directly producing the initial product, warranty related products/parts, and after warranty products/parts

2) The following, in regards to the subject service only, after Forecast Period Start...

Directly providing the initial service, warranty related service, and after warranty service

Note: “Personnel in Place” also means that supporting facilities and materials will be in place at forecast period start.

Market Resource (4.) Marketing Personnel in Place, (importance weight: .0025)

Respective Rating Guidelines for Market Resource (4.):

A rating must be provided, ranging from .01% to 100%, as defined by the steps in “c(4) example” below, where the rating represents the number of sustaining marketing personnel estimated to be in place to pursue the business (non-consumer) market at forecast period start, as a percent (to a maximum of 100) of the number of sustaining marketing personnel estimated to be needed to capture all sales in the first 12 months of sales (sales described by (b)1., above).

“c(4) example”:

a. Enter an Estimate of the Number of Sustaining Marketing Personnel to be in Place for this Market at Forecast Period (sales period) Start Note: This should include ALL paid sustaining marketing personnel (employees, contractors, outsourced personnel), plus sustaining marketing personnel that business partners may be providing free of charge.	180
b. Enter an Estimate of the Number of Sustaining Marketing Personnel Needed to Capture ALL Sales, in Units, in the First 12 Months of Sales (For reference: The subject sales in units are shown in item e. of “(b)1. example”, above.)	1,800
c. Enter/Determine the Resulting Sustaining Marketing Personnel in Place Rating (a. in this example, divided by b. in this example)	10.00%

Marketing personnel specifically include those that:

Directly provide sustaining advertising, promotion, market research, and market planning in support of the subject product/service only, after Forecast Period start... (NOT for marketing to get the subject product/service ready to sell, e.g. market research and market planning)

Note: “Personnel in Place” also means that supporting facilities and materials will be in place, at forecast period start.

Market Resource (5.) Sales Personnel in Place, (importance weight: .0015)

Respective Rating Guidelines for Market Resource (5.):

A rating must be provided, ranging from .01% to 100%, as defined by the steps in “c(5) example” below, where the rating represents the number of sales personnel estimated to be in place to pursue the business (non-consumer) market at forecast period start, as a percent (to a maximum of 100) of the number of sales personnel estimated to be needed to capture all sales in the first 12 months of sales (sales described by (b)1., above).

“c(5) example”:

a. Enter an Estimate of the Number of Sales Personnel to be in Place for this Market at Forecast Period (sales period) Start Note: This should include ALL paid sales personnel (employees, contractors, outsourced personnel), plus sales personnel that business partners may be providing free of charge.	180
b. Enter an Estimate of the Number of Sales Personnel Needed to Capture ALL Sales, in Units, in the First 12 Months of Sales (For reference: The subject sales in units are shown in item e. of “(b)1. example”, above.)	1,800
c. Enter/Determine the Resulting Sales Personnel in Place Rating (a. in this example, divided by b. in this example)	10.00%

Sales personnel specifically include those that:

Directly provide the actual selling of the subject product/service only, after Forecast Period start

Note: "Personnel in Place" also means that supporting facilities and materials will be in place.

Respective Rating Guidelines for Market Resource (6.):

Market Resource (6.) Support Personnel in Place, (importance weight: .0010)

A rating must be provided, ranging from .01% to 100%, as defined by the steps in "c(6) example" below, where the rating represents the number of support personnel estimated to be in place to pursue the business (non-consumer) market at forecast period start, as a percent (to a maximum of 100) of the number of support personnel estimated to be needed to capture all sales in the first 12 months of sales (sales described by (b)1., above).

"c(6) example":

a. Enter an Estimate of the Number of Support Personnel to be in Place for this Market at Forecast Period (sales period) Start Note: This should include ALL paid support personnel (employees, contractors, outsourced personnel), plus support personnel that business partners may be providing free of charge.	180
b. Enter an Estimate of the Number of Support Personnel Needed to Capture ALL Sales, in Units, in the First 12 Months of Sales (For reference: The subject sales in units are shown in item e. of "(b)1. example", above.)	1,800
c. Enter/Determine the Resulting Support Personnel in Place Rating (a. in this example, divided by b. in this example)	10.00%

Support personnel specifically include those that:

Directly provide (after Forecast Period start) the interface between customers and other company personnel responsible for satisfying post-sale requests, for example, warranty and after-warranty requests, regarding the subject product/service only

Note: "Personnel in Place" also means that supporting facilities and materials will be in place.

(d) calculating the total strength of market resources, for the forecasting business and its leading competitor respectively, with each calculation ranging from .01% to 100%, and equaling the total amount resulting from multiplying each respective rating that will have been input for the 6 market resources in (c) above, by each respective importance weight, as provided by this method, for the 6 market resources in (c) above
(e) for both the forecasting business and its leading competitor, inputting ratings, ranging from .01% to 100%, for the 3 market receptivity factors shown below, per the Respective Rating Guidelines also shown below, where the ratings represent the level of the market receptivity factor, out of a maximum level of 100, with each of the 3 market receptivity factors having an importance weight, as a portion of 1.0000, also as shown below

Market Receptivity Factors to be Rated (for the forecasting business and its leading competitor respectively):

Market Receptivity Factor (1.) Confidence Level (For Stability), (importance weight: .2970)

Respective Rating Guidelines for Market Receptivity Factor (1.):

A rating must be provided, ranging from .01% to 100%, where the rating represents an estimate of what purchasers'/decision makers' average confidence level will be, during the forecast period, in the stability (financial, ethical, political) of the business to perform as expected. Ratings should allow for confidence in the stability of business/market partners too (e.g., key suppliers and distributors).

Note that if the business' product/service is expected to be **LESS THAN SATISFACTORY**, or its product/service is expected to have meaningless name recognition, then the business may only receive a confidence level rating of .01%. Otherwise, see (W), below.

(W) If a business has ANY of the 6 Market Resources, per (c) above, rated at:	Then the respective business may receive a MAXIMUM Confidence Level Rating of:
Less than 3.75%	79%

Market Receptivity Factor (2.) Match to Market Needs (purchasers'/decision makers' receptivity to the product/service), (importance weight: .6930)

Respective Rating Guidelines for Market Receptivity Factor (2.)

NOTE: This Market Receptivity Factor must be rated according to whether or not the market is a Non-Displacement Market, or a Displacement Market, each of which is defined below.

Match to Market Needs For Non-Displacement Markets:

Non-Displacement Markets Defined

By this process, in a Non-Displacement Market, at least ONE of the following must be true.

- 1) To make a sale, a business would NOT need to displace another business' product/service that is already in use at a prospective customer's site.
- 2) In spite of needing to displace another business' product/service, in order to make a sale, the displacing business' product/service would not require customers to incur significant start-up expenses and/or interruption costs, that would not also be required by the other (in use) product/service.
- 3) In spite of the forecasting business needing to displace another business' product/service, in order to make a sale, the business targeted for such displacement is not the forecasting business' leading competitor.

For a Non-Displacement Market, a rating must be provided, ranging from .01% to 100%, according to Rating Guide ND, below, where the rating represents an estimate of what the average level of purchasers'/decision makers' receptivity to the offered product/service will be during the

forecast period. Pricing SHOULD NOT be considered when rating receptivity.

“Product/Service Checklist”: Attributes and benefits of the deliverable, experience/track record, availability, impact of implementation, company follow-through, warranty, support, other important services

Rating Guide ND: For rating both businesses in a Non-Displacement Market:	Receptivity Rating/Range %:
A. For a LESS THAN SATISFACTORY product/service (Note: If any item on the “Product/Service Checklist”, above, is expected to be unacceptable, then the adjacent rating is required.)	.01
B. For a SATISFACTORY TO BETTER THAN SATISFACTORY product/service	70-85, also see (W), below
C. For a GOOD TO EXCEPTIONAL product/service	86 - 100, also see (W), below

(W) If a business has been rated at a Confidence Level % of:	Then REDUCE the product/service rating you were planning to give to the respective business by:
90 to 94	5%
85 to 89	15%
80 to 84	30%
70 to 79	50%
60 to 69	60%
50 to 59	70%
40 to 49	80%
30 to 39	90%
20 to 29	95%
10 to 99	97%
1 to 9	99%

Match to Market Needs For Displacement Markets:

Displacement Markets Defined

By this process, in a Displacement Market, ALL three of the following must be true. (IF NOT, the market must be evaluated as a Non-Displacement Market.)

- 1) To make a sale, a business would need to displace another business’ product/service that is

already in use at a prospective customer's site.

- 2) The displacing business' product/service would require customers to incur significant start-up expenses and/or interruption costs, that would not be required by the other (in use) product/service.
- 3) The business targeted for such displacement by the forecasting business must be rated as the forecasting business' leading competitor.

For a Displacement Market, a rating must be provided, ranging from .01% to 100%, according to Rating Guide D, below, where the rating represents an estimate of what the average level of purchasers'/decision makers' receptivity to the offered product/service will be during the forecast period. Pricing SHOULD NOT be considered when rating receptivity.

"Product/Service Checklist": attributes and benefits of the deliverable, experience/track record, implementation impact, availability, follow-through, warranty, support, and other important services

Rating Guide D: For rating both businesses in a Displacement Market:	Receptivity Rating/Range %:
A. For a LESS THAN SATISFACTORY product/service (Note: If any item on the "Product/Service Checklist", above, is expected to be unacceptable, then the adjacent rating/range is required.)	For the In-Place Business: A Maximum Rating of .03, also see (X), below For the Displacing Business: .01
B. For a SATISFACTORY TO BETTER THAN SATISFACTORY product/service	For the In-Place Business: 70 - 85, also see (X), below For the Displacing Business: see (Y), below
C. For a GOOD TO EXCEPTIONAL product/service	For the In-Place Business: 86 - 100, also see (X), below For the Displacing Business: see (Y), below

(X) For the In-Place Business... If a Business Has Been Rated at a Confidence Level % of:	Then REDUCE the Product/Service Rating You Were Planning to Give to the Respective Business by:
90 to 94	5%
85 to 89	15%
80 to 84	30%
70 to 79	50%
60 to 69	60%
50 to 59	70%

40 to 49	80%
30 to 39	90%
20 to 29	95%
10 to 99	97%
1 to 9	99%

(Y) For the Displacing Business ... If the Displacing Business' Confidence Level % is:	Then the MAXIMUM rating (%) the Displacing Business may receive for an EXCEPTIONAL Product/Service is:
49 or less AND the In-Place Business' is 90 to 100	1, also see (Z), below
49 or less AND the In-Place Business' is 85 to 89	3, also see (Z), below
49 or less AND the In-Place Business' is 80 to 84	6, also see (Z), below
49 or less AND the In-Place Business' is 70 to 79	10, also see (Z), below
49 or less AND the In-Place Business' is 60 to 69	16, also see (Z), below
49 or less AND the In-Place Business' is 50 to 59	24, also see (Z), below
49 or less AND the In-Place Business' is 49 or less	35, also see (Z), below
50 to 59 AND the In-Place Business' is 90 to 100	3, also see (Z), below
50 to 59 AND the In-Place Business' is 85 to 89	6, also see (Z), below
50 to 59 AND the In-Place Business' is 80 to 84	10, also see (Z), below
50 to 59 AND the In-Place Business' is 70 to 79	16, also see (Z), below
50 to 59 AND the In-Place Business' is 60 to 69	24, also see (Z), below
50 to 59 AND the In-Place Business' is 50 to 59	35, also see (Z), below

50 to 59 AND the In-Place Business is 49 or less	50, also see (Z), below
60 to 69 AND the In-Place Business is 90 to 100	6, also see (Z), below
60 to 69 AND the In-Place Business is 85 to 89	10, also see (Z), below
60 to 69 AND the In-Place Business is 80 to 84	16, also see (Z), below
60 to 69 AND the In-Place Business is 70 to 79	24, also see (Z), below
60 to 69 AND the In-Place Business is 60 to 69	35, also see (Z), below
60 to 69 AND the In-Place Business is 50 to 59	50, also see (Z), below
60 to 69 AND the In-Place Business is 49 or less	70, also see (Z), below
70 to 79 AND the In-Place Business is 90 to 100	10, also see (Z), below
70 to 79 AND the In-Place Business is 85 to 89	16, also see (Z), below
70 to 79 AND the In-Place Business is 80 to 84	24, also see (Z), below
70 to 79 AND the In-Place Business is 70 to 79	35, also see (Z), below
70 to 79 AND the In-Place Business is 60 to 69	50, also see (Z), below
70 to 79 AND the In-Place Business is 50 to 59	70, also see (Z), below
70 to 79 AND the In-Place Business is 49 or less	95, also see (Z), below
80 to 84 AND the In-Place Business is 90 to 100	16, also see (Z), below
80 to 84 AND the In-Place Business is 85 to 89	24, also see (Z), below

80 to 84 AND the In-Place Business is 80 to 84	35, also see (Z), below
80 to 84 AND the In-Place Business is 70 to 79	50, also see (Z), below
80 to 84 AND the In-Place Business is 60 to 69	70, also see (Z), below
80 to 84 AND the In-Place Business is 50 to 59	95, also see (Z), below
80 to 84 AND the In-Place Business is 49 or less	97, also see (Z), below
85 to 89 AND the In-Place Business is 90 to 100	24, also see (Z), below
85 to 89 AND the In-Place Business is 85 to 89	35, also see (Z), below
85 to 89 AND the In-Place Business is 80 to 84	50, also see (Z), below
85 to 89 AND the In-Place Business is 70 to 79	70, also see (Z), below
85 to 89 AND the In-Place Business is 60 to 69	95, also see (Z), below
85 to 89 AND the In-Place Business is 50 to 59	97, also see (Z), below
85 to 89 AND the In-Place Business is 49 or less	99, also see (Z), below
90 to 100 AND the In-Place Business is 90 to 100	35, also see (Z), below
90 to 100 AND the In-Place Business is 85 to 89	50, also see (Z), below
90 to 100 AND the In-Place Business is 80 to 84	70, also see (Z), below
90 to 100 AND the In-Place Business is 70 to 79	95, also see (Z), below
90 to 100 AND the In-Place Business is 60 to 69	97, also see (Z), below

90 to 100 AND the In-Place Business is 50 to 59	99, also see (Z), below
90 to 100 AND the In-Place Business is 49 or less	100, also see (Z), below

(Z) A lower rating must be given if the product/service is less than EXCEPTIONAL. (For example, a product/service that would qualify for a rating of 50, if EXCEPTIONAL, would receive a rating of 45, if it were 90% of EXCEPTIONAL.)

Market Receptivity Factor (3.) Name Recognition, (importance weight: .0100)

Respective Rating Guidelines for Market Receptivity Factor (3.):

A rating must be provided, ranging from .01% to 100%, where the rating represents an estimate of what the average level of purchasers'/decision makers' name recognition (awareness) of the business' product/service will be during the forecast period.

Note that if the business' product/service is expected to be LESS THAN SATISFACTORY, then the business may only receive a name recognition rating of .01%. Otherwise, see ZZ, below.

ZZ: If a business has been rated at a Confidence Level % of:	Then REDUCE the Name Recognition rating (%) you were planning to give to the respective business by:
90 to 94	5%
85 to 89	15%
80 to 84	30%
70 to 79	50%
60 to 69	60%
50 to 59	70%
40 to 49	80%
30 to 39	90%
20 to 29	95%
10 to 99	97%
1 to 9	99%

(f) calculating total market receptivity, for the forecasting business and its leading competitor respectively, with each calculation ranging from .01 to 100, and equaling the total amount that will result from multiplying each respective rating that will have been input for the 3 market receptivity factors in (e) above, by each respective importance weight, as provided by this method, for the 3 market receptivity factors in (e) above

(g) inputting estimates, as per (1) through (3)(1.) immediately below, regarding other competitors (competitors in addition to the forecasting business and its leading competitor) that are trying

to capture a share of the particular business (non-consumer) market:

(1) inputting the number of other competitors that are trying to capture a share of the business (non-consumer) market for the forecast period, that will have 91 to 100% of the total number of personnel in place at forecast period (sales period) start, as compared to the forecasting business' leading competitor (whose total number of personnel in place is determined as per section (c), Market Resource (1.), above), where for this range of 91% to 100%, .955 is the average number of personnel in place, in decimal format, used by this method

(2) inputting the number of other competitors that are trying to capture a share of the business (non-consumer) market for the forecast period, that will have 81 to 90% of the total number of personnel in place at forecast period (sales period) start, as compared to the forecasting business' leading competitor (whose total number of personnel in place is determined as per section (c), Market Resource (1.), above), where for this range of 81 to 90%, .855 is the average number of personnel in place, in decimal format, used by this method

(3) inputting the number of all other/remaining competitors that are trying to capture a share of the business (non-consumer) market for the forecast period

(3)(1.) inputting an estimate of the an average percent, from .01% to 80%, that represents the average total number of personnel (market resources) that the number of other/remaining competitors, as input per (3), immediately above, will have in place for the market at forecast period (sales period) start, as compared to the forecasting business' leading competitor (whose total number of personnel in place is determined as per section (c), Market Resource (1.), above), where for this range of .01% to 80%, a decimal ranging from .01 to .80 must be input for this method)

Note 1, to section (g), above: Personnel in place, means ALL paid personnel (employees, contractors, outsourced personnel), plus ALL personnel that business partners may be providing free of charge. Personnel in place means that supporting facilities and materials will be in place too.

Note 2, to section (g), above: After Market Resources (Personnel in Place) for Other Competitors have been rated, as a double-check on forecast input, Market Resources ratings for ALL market participants combined (the forecasting business, the forecasting business' leading competitor, and all other competitors per section (g), above) MUST equal AT LEAST 100%, for each of the 6 Market Resources. This is required because Market Resources ratings totaling at least 100% would indicate that the forecasting business' forecast, per b(1)., above, would be able to be captured by the market participants. Refer to (m) **Double-Check of Forecast Input**, on Page 22 of 24. If the Market Resources ratings of ALL market participants combined EQUAL LESS THAN 100%, for any of the 6 Market Resources, respective Market Resources ratings, per (c), above, more likely competitors' Market Resources ratings, must be increased, and/or the forecasting business' forecast for the first 12 months of the market size, per b(1)., above, must be decreased. It is normal and acceptable that Market Resources ratings, for ALL market participants

combined, may total somewhat more, or even a great deal more than 100%, for all of the 6 Market Resources.

Note 3, to section (g), above: Personnel in place of other competitors may be assumed by this method to be distributed by function (functions are defined by **Market Resources (2)** through (6.), in section (c), above), in the same proportions as the personnel in place of the forecasting business' leading competitor, whose estimates for functional **Market Resources (2)** through (6.), would be provided according to section (c), above).

(h) calculating the total strength of market resources for all other competitors (competitors in addition to the forecasting business and its leading competitor) that are trying to capture a share of the business (non-consumer) market for the forecast period, where the calculation equals the total of: the number of other competitors input for (g) (1) immediately above, multiplied by total strength of market resources percentage used in (g) (1) immediately above, multiplied by the total strength of market resources for forecasting business' leading competitor, per (d) above, plus, the number of other competitors input for (g) (2) immediately above, multiplied by total strength of market resources percentage used in (g) (2) immediately above, multiplied by the total strength of market resources for forecasting business' leading competitor, per (d) above, plus, the number of other competitors input for (g) (3) immediately above, multiplied by total strength of market resources percentage used in (g) (3)(1.) immediately above, multiplied by the total strength of market resources for forecasting business' leading competitor, per (d) above

(i) calculating the total strength of market resources for all competitors combined (the forecasting business, its leading competitor, and other competitors that are trying to capture a share of the business (non-consumer) market for the forecast period), such calculation equaling the total of (d) above plus (h) above

(j) generating forecasted market share in terms of:

(1) the percent of the total units of currency (market size, for example, U.S. dollars) that is estimated to be captured by the forecasting business in the business (non-consumer) market, based on dividing the total strength of market resources for the forecasting business, per (d) above, by the total strength of market resources for all competitors combined, per (i) immediately above

(2) the portion of market size, in units of currency, (for example, U.S. dollars) that is estimated to be captured by the forecasting business in the business (non-consumer) market, based on multiplying (b) above, by (j) (1) immediately above

(3) a product/service pricing ratio, versus its leading competitor, that will be necessary for the forecasting business to use in order to attain its forecasted market share in the business (non-consumer) market, based on dividing total market receptivity for the forecasting business, per (f) above, by total market receptivity for its leading competitor, also per (f) above

(4) the percent of the total units of currency (market size, for example, U.S. dollars) that is estimated to be captured by the forecasting business' leading competitor in the business (non-consumer) market,

based on dividing the total strength of market resources for the forecasting business' leading competitor, per (d) above, by the total strength of market resources for all competitors combined, per (i) above

(5) the percent of the total units of currency (market size, for example, U.S. dollars) that is estimated to be captured by all other competitors in the business (non-consumer) market, based on dividing the total strength of market resources for all other competitors, per (h) above, by the total strength of market resources for all competitors combined, per (i) above

(k) Example of Input to Achieve Claims... Non-Displacement Market:

Forecast Period:	2008 – 2012	
Market Size (U.S. \$'s)	\$10,000,000,000	
First 12 Months of the Market Size (U.S. \$'s):	\$1,000,000,000	

Market Resources	Ratings (From .0001-100)	
	Forecasting Business	Leading Competitor
Funds Committed/Available (Total Personnel in Place)	10.00	50.00
Product/Service Development Personnel in Place	10.00	50.00
Production/Fulfillment Personnel in Place	10.00	50.00
Marketing Personnel in Place	10.00	50.00
Sales Personnel in Place	10.00	50.00
Support Personnel in Place	10.00	50.00
	Ratings (From 1-100)	Ratings (From 1-100)
Market Receptivity Factors	Forecasting Business	Leading Competitor
Confidence Level (For Stability)	80.00	95.00
Match to Market Needs (In this case: the forecasting business and forecasting business' leading competitor have products (Match to Market Needs) that could be rated at 100, but the forecasting business' rating is reduced because of its Confidence Level (For Stability) rating of 80.)	70.00	100.00

Page 19 of 24

Name Recognition (In this case, the forecasting business and forecasting business' leading competitor have Name Recognition that could be rated at 100, but the forecasting business' rating is reduced because of its Confidence Level (For Stability) rating of 80.)	70.00	100.00
--	-------	--------

Other Competitors	
Number of other competitors whose market resources (total personnel in place) total 91% to 100% (95.5% average used in this method) of those of the forecasting business' leading competitor	1
Number of other competitors whose market resources (total personnel in place) total 81% to 90% (85.5% average used in this method) of those of the forecasting business' leading competitor	1
Number of all other/remaining competitors	1
Average total number of market resources (personnel that the number of other/remaining competitors, as input immediately above, will have in place), as compared to the forecasting business' leading competitor, as a percent, ranging from .01% to 80% (input here as a decimal, ranging from .01 to .80)	.50

(k)(1) Example of Claims: Resulting from (k) Example of Input to Achieve Claims... Non-Displacement Market

Forecasting business' market share, as a percent of the total units of currency	5.70%
Forecasting business' market share, in units of currency	\$570,000,000
Forecasting business' product/service pricing ratio, versus its leading competitor	74%
Forecasting business' leading competitor's market share, as a percent of the total units of currency	28.50%
Combined market share of all of the forecasting business' other competitors, as a percent of the total units of currency	65.80%

(l) Example of Input to Achieve Claims... Displacement Market (In this example the forecasting business is the displacing company/division.):

Forecast Period	2008 – 2012
Market Size (U.S. \$'s)	\$10,000,000,000

First 12 Months of the Market Size (U.S. \$'s)	\$1,000,000,000
--	-----------------

Market Resources	Ratings (From 1-100)	
	Forecasting Business	Leading Competitor
Funds Committed/Available (Total Personnel in Place)	10.00	50.00
Product/Service Development Personnel in Place	10.00	50.00
Production/Fulfillment Personnel in Place	10.00	50.00
Marketing Personnel in Place	10.00	50.00
Sales Personnel in Place	10.00	50.00
Support Personnel in Place	10.00	50.00
	Ratings (From 1-100)	Ratings (From 1-100)
Market Receptivity Factors	Forecasting Business	Leading Competitor
Confidence Level (For Stability)	80.00	95.00
Match to Market Needs (In this case, the forecasting business and forecasting business' leading competitor have products (Match to Market Needs) that could be rated at 100, but the forecasting business' rating is reduced because of its Confidence Level (For Stability) rating of 80 and also because it is the displacing business.)	16.00	100.00
Name Recognition (In this case, the forecasting business and forecasting business' leading competitor have Name Recognition that could be rated at 100, but the forecasting business' rating is reduced because of its Confidence Level (For Stability) rating of 80.)	70.00	100.00

Other Competitors	
Number of other competitors whose market resources (total personnel in place) total 91% to 100% (95.5% used in this method) of those of the forecasting business' leading competitor	1
Number of other competitors whose market resources (total personnel in place) total 81% to 90% (85.5% average used in this method) of those of the forecasting business' leading competitor	1
Number of all other competitors	1
Average total number of market resources (personnel that the number of other/remaining competitors, as input immediately above, will have in place) as compared to the forecasting business' leading competitor, as a percent, ranging from 01% to 80% (input here as a decimal, ranging from .01 to .80)	.50

(l)(1) Example of Claims: Resulting from (l) Example of Input to Achieve Claims... Displacement Market

Forecasting business' market share, as a percent of the total units of currency	5.70%
Forecasting business' market share, in units of currency	\$570,000,000
Forecasting business' product/service pricing ratio, versus its leading competitor	36%
Forecasting business' leading competitor's market share, as a percent of the total units of currency	28.50%
Combined market share of all of the forecasting business' other competitors, as a percent of the total units of currency	65.80%

(m) Double-Check of Forecast Input: As a double-check on forecast input, Market Resources ratings for ALL market participants combined (the forecasting business, the forecasting business' leading competitor, and all other competitors) MUST equal AT LEAST 100%, for each of the 6 Market Resources. This is required because Market Resources ratings totaling at least 100% would indicate that the forecasting business' forecast, per b(1), above, would be able to be captured by the market participants. Refer to (m)(1) Example of Double-Check, immediately below, based on Funds Committed/Available (Total Personnel in Place) ratings, from (l) Example of Input to Achieve Claims... Displacement Market, beginning on Page 20 of 24.

(m)(1) Example of Double-Check:

Market Resources	Ratings (From 1-100)	
	Forecasting Business	Leading Competitor
Funds Committed/Available (Total Personnel in Place)	10.00	50.00

The ratings above total 60.00 (60%), but when added to the ratings for other competitors, shown on Page 22 of 24, consisting of 1 competitor at 95.5% of the leading competitors' rating of 50.00 (50%), 1 competitor at 85.5% of the leading competitors' rating of 50.00 (50%), and 1 competitor at 50.0% of the leading competitors' rating of 50.00 (50%), the Funds Committed/Available (Total Personnel in Place) ratings total 175.50% (60.00%, plus: 47.75%, 42.75%, and 25.00%), which is at least 100%, and acceptable.